

Performance Government

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***Planning for Evaluation in Juvenile Justice Programs
A One Day Conference***



Why Bob Got Thrown Out of the House

A performance government story



Performance Government: Main Points

- † What is it?
- † Why do it?
- † Performance Management in Maine
- † The new focus on results...

What is Performance Government?

Also called:

- † Performance Management
- † Performance Accountability
- † Managing for Results
- † Performance Measurement



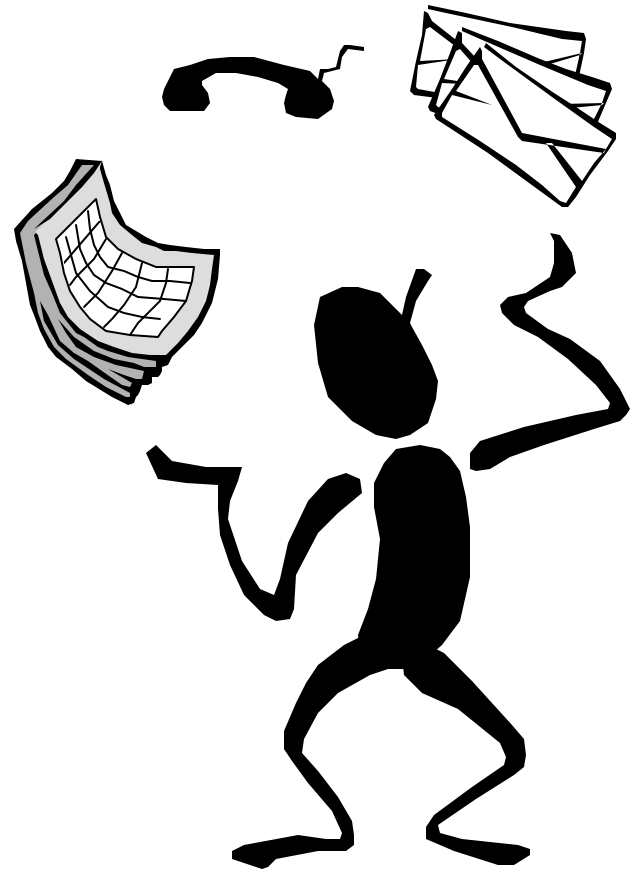


Performance Government: Definition

- † The means of judging government programs and policies by measuring their results against agreed-upon standards.

Why should we be concerned about performance?

- † Improve accountability
- † Communicate results to citizens
- † We probably have no choice
- † We can know if we are making a difference





In 1999, fewer than half of Mainers
thought they got good value for
state tax dollars spent.

Maine Economic Growth Council
survey



Accounting vs. Accountability

- † Accounting holds government responsible for spending in prescribed ways



Juvenile Justice & Delinquency Prevention Act: Public Purpose

- † Prevent juveniles from coming into contact with the Juvenile Court
- † Support and rehabilitate those juveniles who do come into contact with the Juvenile Court



Delinquency Prevention: Possible Outcomes

Young people in Maine will:

- † Succeed in school or work
- † Participate in community life
- † Feel safe and nurtured



Accounting vs. Accountability

† Accounting holds government responsible for spending in prescribed ways

† Accountability holds government responsible for producing changes in the lives of people they serve

Performance Government in Maine

- † All state agencies develop strategic plans
- † Include outcome-based goals and objectives
- † And program-specific performance measures with targets
- † Develop performance budgets to achieve performance targets





“Book ‘em,” Danno...it’s the law

- † Maine Law, P.L.. 1995, chapter 705, as amended
- † Government Performance & Results Act (1993 Federal Law)
- † Government Accounting Standards Board (Auditing/Financial Reporting Requirements)



Are we making a difference?

A Powerful Policy & Management Tool

- † Understand whether meeting citizen's needs
- † To Know if we achieve what we intend to
- † Improved understanding of policy issues
- † Informed budget debates



Performance Government Elements

- † **Strategic Plan:** Lays out goals/objectives for where we want to be/what we want to achieve
 - Programs/Services (strategies) aligned to achieve goals and objectives
- † **Performance Budget:** Aligns budget resources to achieve goals and objectives
- † **Performance Contracting:** Aligns contracted services to achieve goals/objectives
- † **Performance Management:** Aligns employee performance to achieve goals/objectives



Measuring for What?

† Strategic Level

- Are government organizations achieving their public purpose?

† Operational/Program Level

- Are government programs (including contracted services) efficient, of high quality and meeting customers needs?
- Do they help us move us towards achieving our public purpose?



Two levels of performance measures

† Strategic Level

> Outcomes

† Operational/Program Level

> Outputs



Outcomes vs. Outputs

Outputs

- † The amount of effort expended by the agency --the goods and services produced

Outcomes

- † The actual result of the agency's work -- it's impact on the public being served.



What am I doing?

† Outputs...

- † I'm driving a car
- † I'll be driving for 5 hours
- † I will use 9 gallons of gasoline
- † It will cost me 35 cents per mile

Outcomes

- † I arrive in Presque Isle
- † I speak at a conference
- † People understand performance management



Ask yourself...

- † Why am I doing this?
- † What's the result of what I do?
- † What's the impact on the people who use my services?
- † What's the impact on Maine citizens?



Examples of Outcomes

Outputs

- † Provide Job Training
- † Provide recycling grants
- † Treat and discharge patients
- † Patrol Maine highways

Outcomes

- † People get jobs
- † Increase tons of waste recycled
- † Patients live independently
- † Reduce highway fatalities



DO - GET Matrix

What do you Do?

- † Finance
- † Enforce
- † Analyze
- † Regulate
- † Inform

What do we Get?

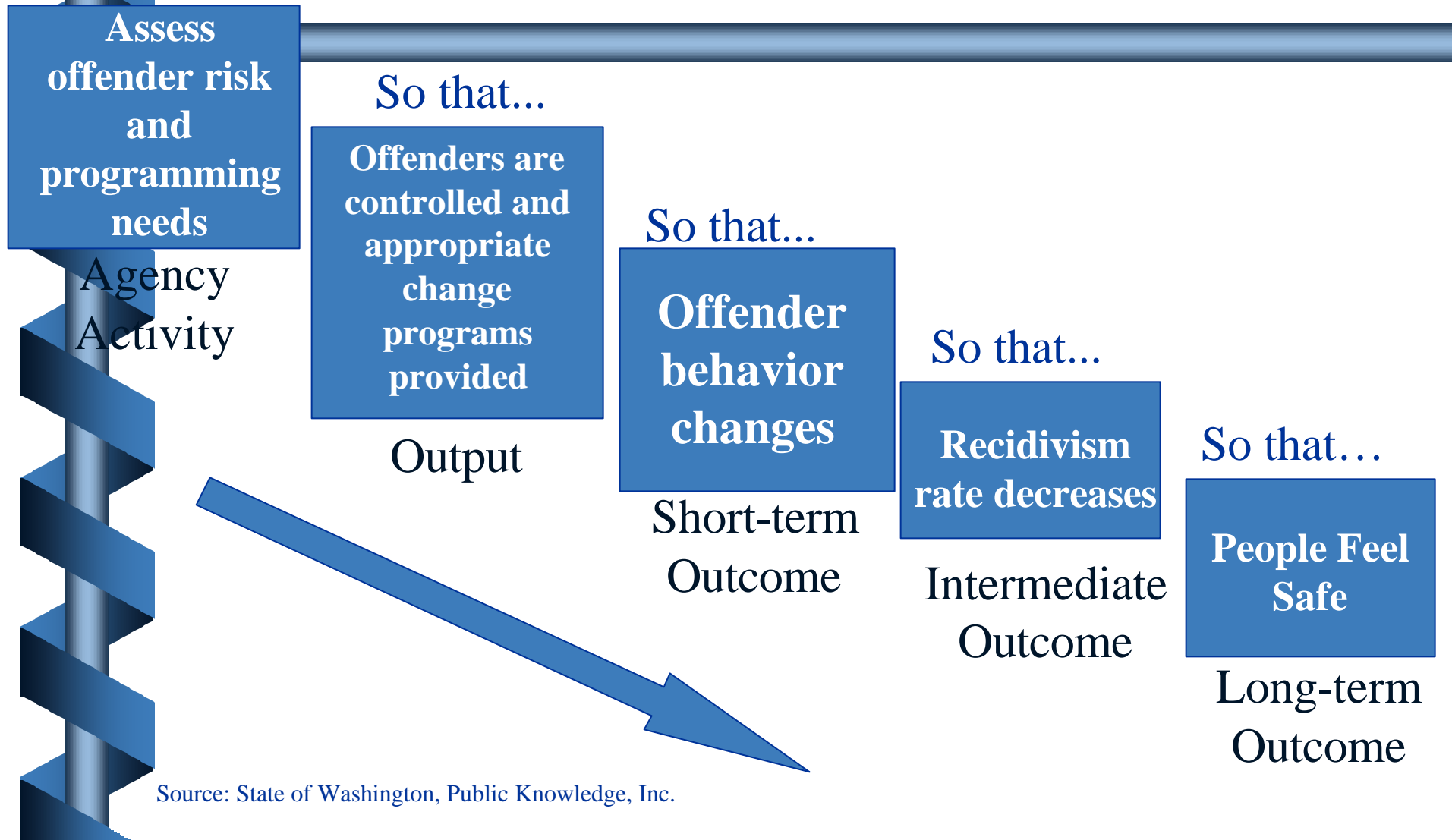
- † Student Achievement
- † Public Safety
- † Economic Vitality
- † Environmental Protection
- † Self-Sufficiency



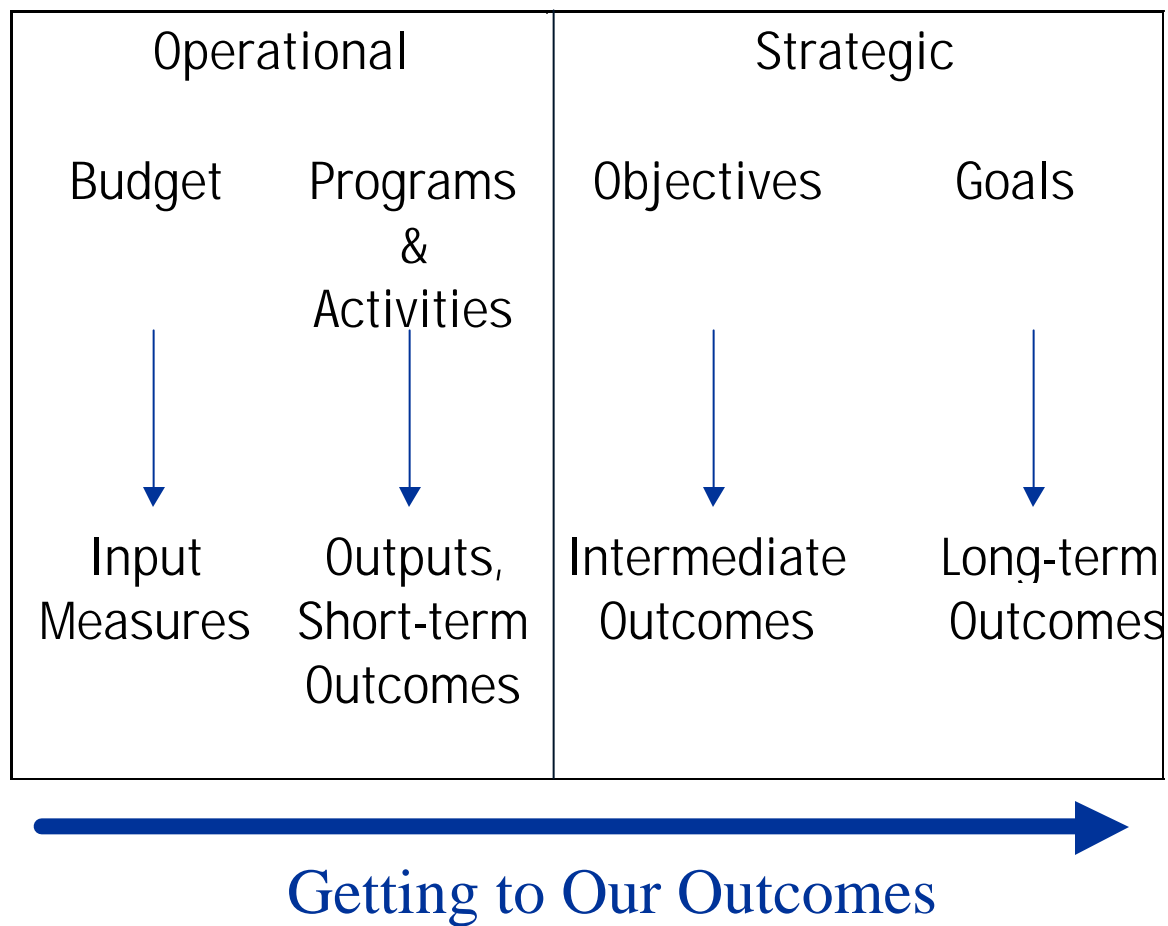
Sequence of performance measures

Agency Action	Response to Action	Change in Behavior	Change in Pressures	Change in Human Condition
Input	Output	Short-term Outcome	Intermediate Outcome	Long-term Outcome
conduct anti-smoking campaign	people become informed	people stop smoking	fewer smokers in Maine	fewer smoking-related illnesses
<i># of people reached</i>	<i>% who say they are aware of risks</i>	<i># of people quit smoking due to campaign</i>	<i>% of Mainers who smoke</i>	<i>% of Mainers with lung cancer</i>

So - That Chain: Hierarchy of Measures



Relationship of Measures





Use of Measures

Outcomes

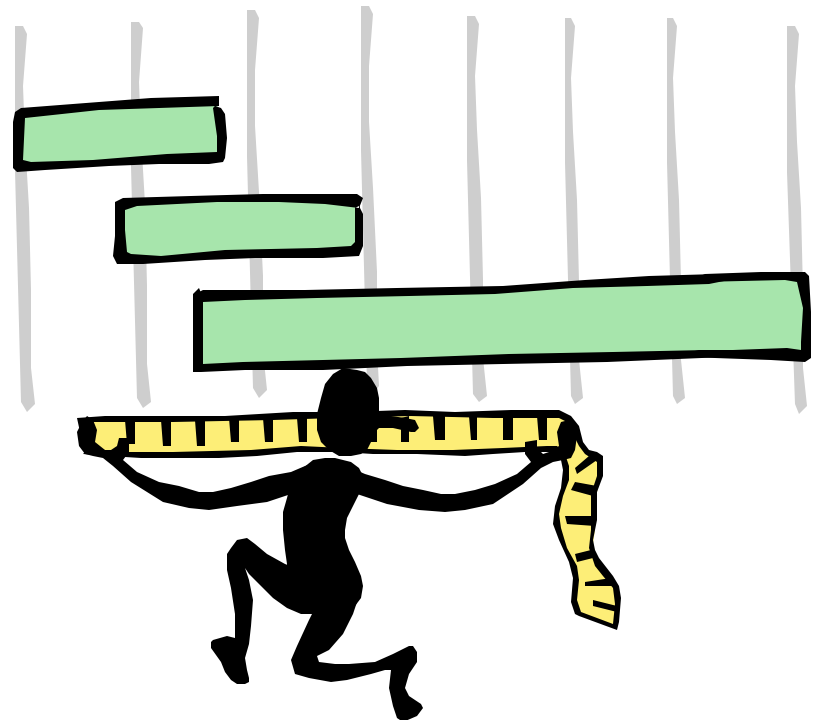
- † Strategic
- † Policy-Oriented
- † Long-term horizon
- † Used to determine whether you are achieving your goals and objectives

Outputs

- † Operational
- † Program-oriented
- † Short - Intermediate horizon
- † Used to evaluate how well you are performing

Use of Measures

- † There's no sense in measuring outputs unless you are measuring outcomes too.





Control Vs. Influence

What you Control

- † Inputs (sometimes)
- † Activities
- † Outputs

What you Influence

- † Short-term outcomes
- † Intermediate outcomes (sometimes)



Measure what you influence, but...

† Measure

- Measure your performance based on what you can influence

† Stretch

- Coordinate with others on resources/issues you don't control

† Monitor

- Outcomes you neither influence or control because you need to know

"Accountability is making sure
that governments do what
they're supposed to and achieve
results that will improve
people's lives."

Governmental Accounting Standards Board